

**STRATEGY
RESEARCH
PROJECT**

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**STRATEGIC PLANNING AND
ARMY INSTALLATION MANAGEMENT**

BY

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ABSTRACT

STRATEGIC PLANNING AND ARMY INSTALLATION MANAGEMENT

The United States Army is committed to quality in installation management. This commitment is championed in the Army Community of Excellence (ACOE) program. The U.S. Army has adopted the Malcolm Baldrige National Quality Award criteria for use in the ACOE program. Strategic planning is one of the seven pillars of the Baldrige criteria. The Army has recognized that strategic planning is the key to the future. Strategic planning is the key to managing change and achieving the organization's vision. Military communities can benefit from the experiences of civilian communities in the development and utilization of strategic planning. This paper examines through case study analysis several civilian communities and lessons learned through their strategic planning processes. This paper recommends that there be a direct link between the strategic planning process and the management of the community. It also endorses full utilization of visioning and the inclusion of all stakeholders in the process. Several other practical recommendations are suggested for implementation. Strategic planning is the difference between success and failure. It facilitates the management of change and the achievement of the "Community of Excellence" vision.

STRATEGIC PLANNING AND ARMY INSTALLATION MANAGEMENT

The purpose of this paper is to explore the public sector's community strategic planning process and to assess the applicability of selective lessons learned to Army community management. The strategic planning process as it applies to community management will be examined through the use of civilian communities strategic planning case studies. An examination will be made of the Army's focus on strategic planning as a critical component of installation management with practical suggestions for installation managers to utilize based on the lessons learned by successful civilian communities.

STRATEGIC PLANNING - A PLAN AND A PROCESS

It is through the development and application of a strategic plan that communities strive to guide their evolution rather than merely adapting to randomly occurring events. By a thorough evaluation of its strengths and weaknesses, and appraisal of future opportunities, the community can improve its probability of success. Based on such a plan, the community can take logical steps to ensure its future while avoiding problems identified in the process. Civilian strategic planning first took hold as an established business practice, but local governments have now followed suit, convinced that the benefits of strategic planning are equally applicable in the public sector. The bottom line in business is providing a product while making a reasonable profit. In community management, this equates to providing quality services to the public using available resources. Local governments are committed to providing quality customer service today while planning for improved service in the future. Key to meeting that commitment is vision - the ability to accurately assess future needs coupled with an

in-depth understanding of available resources, the priority of competing needs, and political realities. An effective strategic plan should contain all criteria required to establish priorities, allocate resources and measure progress.¹

Strategic planning is crucial to maintain a viable organization. "A plan is a vision of the future and of what the community and its governing and management organizations can accomplish within the confines of future realities, as obscured from the present."² While strategic planning is spoken of in the singular, it is critical to understand that the plan is composed of two distinctly different, but interconnected parts - a *process* and a *product*. The process involves a systematic internal examination of the organization and its environment by those who have a stake in its future success. In a local government setting, this will include the identification the key persons who should be involved, or from whom input should be sought. The process will then be used as a means of prompting thought, provoking internal examination, and facilitating decision making. The tangible result of the process is the product - a document, specifying in detail, the action required to achieve future goals based on the information unearthed during the planning process.

The International City/County Management Association (ICMA) outlines five benefits that can be achieved through strategic planning:

1. Anticipation of the future. Strategic planning helps leader comprehend the future and position the community to react either minimizing the effect or by taking advantage of the opportunity rather than leaving the future to a purely reactionary posture.
2. Assessment of the organization. Strategic planning affords the people within the organization an opportunity to assess their strengths and weaknesses and to articulate

where they are now and where it is they want to go and how to get there.

3. Community goal setting and consensus building. The compromising process of goal setting and consensus building enhances the likelihood that the goals can be achieved.
4. Allocation of resources. Through the establishment of goals the allocation of resources can be accomplished between and among the competing demands in the delivery of services and the support of the physical infrastructure.
5. Establishment of benchmarks. The plan must establish benchmarks upon which performance can be measured in order to gage progress.

The basic elements of strategic planning incorporate both long and short term objectives. The formal strategic planning process begins with the formulation of a concise mission statement for the organization. It is followed by an environmental scan. Conclusions are deduced from the environmental scan. The conclusions address future trends and conditions that could be reasonably expected within the next three to five years. The conclusions then become the framework for specific goal setting for the coming one-year period and more general goals for the remainder of the time period scanned. A concerted effort is then made to develop and itemize specific strategies and action steps that will move the organization toward these established goals. The final step is the articulation of the implementation plans that assigns specific responsibility for each of the action steps.³

A strategic plan does not release leaders from their responsibilities to make decisions. Strategic planning is only one element in the deliberate decision making process. Planning can facilitate decision making and it can help to clarify options. It cannot eliminate uncertainty, change environmental

conditions or increase resources. It can create understanding, promote compromise and consensus building, provide flexibility in decision making and formulate a vision with a well thought out road map that focuses the organization to the achievement of the vision.

As with any action plan, there are pitfalls that must be avoided. All involved must clearly understand that the plan is not a final document, but a continually adaptive, evolving effort which allows necessary changes to be incorporated at any appropriate time. The plan must accommodate the continual review of assumptions, as well as the originally established goals. A well conceived plan has an organization's commitment from the bottom up, achieved through consensus and compromise, and does not impose unrealistic, unnecessary limitations. It is too easy to let the looming problem of dwindling resources be used as an excuse to avoid change. Instead, it should/could be an opportunity for new and innovative alternatives or, in some cases, true soul searching in terms of priorities. The hallmark of proper strategic planning is the making and execution of deliberate, determined, measured decisions.

A successful plan demands regular maintenance-- not written once and shelved. Lessons learned must be continuously incorporated into the plan and the plan's performance must be continuously measured and evaluated against the established benchmarks.

The ICMA stresses that strategic planning can be the decisive difference between the success and failure for an organization.⁴ A plan can motivate and empower employees. It can be a major player in the budgetary process and it can give both employees and customers a say in their future. The results without proper planning could well be as the Mad Hatter expressed to Alice in Through a Looking Glass --if you don't know "where you want to get toit doesn't matter which way you go."⁵ The public, both as employees and customers, care about where their community is going and

how it will get there. Strategic planning is a key to the search. In the words of the renowned strategist Michael Kami... "Very few organizations can actually show you a concise strategic action plan."⁶ Lack of planning is a pitfall that must be avoided.

SELECTIVE PUBLIC SECTOR COMMUNITY STRATEGIC PLANNING SUCCESSES

Sedgwick County, Kansas:

During the 1990-1992 time frame, criticism aimed at the Sedgwick County local government from both the employees and customers was much the same as those heard today on military installation world wide. They included such complaints as lack of funds, lack of citizen commitment, lack of information, lack of equipment, lack of organization causing employees and customers to be sent from office to office to accomplish a simple task. Despite the team of professional managers, supervisors, and employees the dissatisfaction and frustration continues. Following the lead of many local companies the county conducted a strategic planning process that was a dismal failure. The county had chosen a consultant to facilitate the process. In retrospect, however, the county hierarchy felt that the consultant had not been experienced enough and that the top managers were not sincerely committed to the process.

The county hired a new county manager, experienced both in city management and in strategic planning. With his guidance they hired a new consultant that was competent, shared the same values and goals as Sedgwick, was trustworthy, was appropriately priced, and was able to deal with the organization's expectations following their recent unsuccessful venture.

Sedgwick and the consultants followed the precepts presented in Peter Drucker's *The New*

Realities. Drucker believes good strategic planning requires the following: understanding the environment and the needs of everyone affected by the organization, a concise mission statement, a minimum number of strategic goals; the actions required to attain these goals, and the understanding that the planners must agree on the activities needed to reach the strategic goals and objectives. Staying within Drucker's philosophy the group agreed that the evolution of the strategic plan begins with the key questions...

"Did we do what we said we would do? Did we achieve the results (objectives) we agreed were needed? If not, why not?"⁷

Drucker has found that success does not require an inordinate amount of documentation just a basic understanding of what has been achieved. Too many managers are action focused. They are quick to fix what is broken today without taking into account the real needs and priorities of the organization. This is the "squeaking wheel" approach to management. Drucker believes that managers should focus on the process and its results. This enables managers to prioritize choices about which activities to be "fixed" are addressed.

Sedgwick used a strategic planning model developed by Dannemiller, Tyson Associate, Incorporated 1990. It was conducted in seven distinct phases beginning with the Stakeholder Data Gathering Meeting. This was followed by a Strategy-Setting Meeting and the subsequent communication of the New Mission and Strategic Goals to the Entire Organization. The County Wide Implementation Meeting was then held and the Internal Facilitator Training implemented. The last two phases were the Department Implementation Meeting and the Values Consolidation Meeting.⁸ The effectiveness of each phase was enhanced by a clearly stated agreed upon purpose which contributed to its overall conduct and success. For example, Phase I, the "Stakeholder Data

Gathering Meeting”, stated purpose was *to work together as leaders of Sedgwick County to ensure that the direction and focus of our strategic plan are consistent with the needs and expectations of the community*. The specific outcomes of the meeting were a common understanding of where the community had been, where the community is now, and where the community wants to be in the future.⁹ Each successive phase followed the same format and achieved comparable success. The established mission and goal statement is at Appendix 1 and the Seven Values agreed upon are at Appendix 2.

This process continues in Sedgwick but there are a series of lessons learned and observations from the city manager that are extremely illuminating. The city manager’s view of the strategic planning process incorporates the requirement that the senior leadership believe in the concept and are sincerely committed to the process. The process is also viewed as an opportunity to permit current dissatisfactions to be incorporated into this positive opportunity for change. Everyone involved in the process must be kept informed and you must use your consultant. The lessons learned are insightful and in many cases serve as reminders of things we already know. The Sedgwick County Lessons for the Future is at Appendix 3.

City of Newark, Delaware

The city of Newark’s management plan was developed according to the standard strategic planning model. They developed a concise statement of the City’s Mission, agreed upon the organizational values, identified the critical issues and then developed departmental goals and work plan objectives to be achieved within each City department. Particularly unique to Newark’s implementation of the plan was their specific articulation of the use and value of the plan.

The plan was developed as a “strategy to proactively deal with change.”¹⁰ It was intended to be used and to add value to the City government in four distinct ways. The management plan facilitated building consensus of purpose and commitment to the goals within each department plus contribute to the recognition that each department is an integral part of the whole City government. Consensus is key to the success of the management plan. It was through the consensus building that managers and employees had an opportunity to contribute and develop their ownership of the plan. Secondly, the management plan fixed accountability to departments and within departments. The development of the plan within each department became the department’s contract for and blueprint of the future. Specifically, it outlined what was to be accomplished, how it is to be accomplished, the timeliness for each action and the estimation of performance/productivity. With this contract each department is able to prioritize their work and build specific performance appraisal standards, both for the department and for the individual employees. Third, the management plan provided a basis for policy statements and changes. It provided the nucleus for communicating to the employees and the public the purpose for and the quality of each program and service. Finally, the management plan and the specific goals it has committed to become the basis for the allocation of resources within the City.¹¹

Mecklenburg County, North Carolina

Mecklenburg County, not unlike most other community governments, recognized that the increasing demands for services and constant change could no longer be met with tax increase solutions. They embarked on an effort to develop a strategy to proactively plan to meet the service and fiscal demand of the future. Their initiative was entitled Pursuit of Excellence and was modeled after Organizational Development, Total Quality Management, and continuous improvement

concepts. The County was “embarking on an ambitious and long-term initiative to permanently change the way in which it plans and delivers services.”¹² With the framework on these concepts it was acknowledged this approach was not a short-term solution but rather a cultural and structural change within the organization. The focus was on the customer and the process required to meet the needs of the customer. The County also agreed on several core operational elements. The core elements included the recognition that customer satisfaction is the County’s primary mission and that strong, consistent leadership is required for continuous improvement. A human resource system that fosters and rewards excellence in customer service and comprehensive planning at all levels are required to support this effort. A system to measure the accomplishments of this effort at all levels must be reliable and ongoing.

Mecklenburg defined six key components to their Pursuit of Excellence program; (1.) the customer, (2.) human resources, (3.) planning, measurement, (4.) continuous improvement, and (5.) leadership. After clearly understanding these key components the Mecklenburg Vision and Mission statements were developed. In order to proceed, several senior leadership teams were established and training conducted on the strategic planning process. Surveys were sent to all employees and group and individual interviews conducted and economic/customer forecasts were reviewed in order to diagnosis the organization. This was the organizational assessment and environmental scan phase of the strategic planning process.

The senior leadership teams then adopted a list of values and guiding principles that they expected their subordinate managers to adopt. They were intended to enhance and support the County’s vision. These values and principles addressed the customers, employees, integrity, loyalty, trust, the Pursuit of Excellence concept and the team approach to doing business. The strategic quality plan was

developed and included key issues, key accomplishments (visionary end-state) and strategies for achievement. This plan was intended to serve as the guiding document for all county activities over the next decade, continuously evolving to facilitate continuous improvement.¹³

A unique element of the Mecklenburg County's effort was the development of their Strategic Quality Policy Statement which was intended to define quality for Mecklenburg County. This policy statement was to provide a benchmark along with the County's vision and mission statements upon which all aspects of the day-to-day business was measured. The inclusion of this statement, its publication and continual assessment against its underlying purpose and intent were key elements in this plan's ability to succeed. The County's willingness to address these issues and commit to them as benchmarks for their definition of success demonstrate the leadership commitment to this plan and process.

MECKLENBURG COUNTY STRATEGIC QUALITY POLICY STATEMENT

Quality is knowing who our customers are, understanding and being sensitive to their needs and addressing those needs in a timely, respectful, and helpful manner;

Quality is guaranteeing that we follow through on all commitments we make to our customer;

Quality is meeting and exceeding our customers requirement and expectations within the context of achieving the organization's mission and legal mandates;

Quality is striving to continually improve our performance, processes and standard we set for ourselves in the way we organize, manage and deliver services.

Quality is measuring the results of our services in order to continually improve them.

*Quality is the top priority for Mecklenburg County; it is the driving force for everything we do and it is the responsibility of all employees.*¹⁴

Attached at Appendix 4 is a copy of the Mecklenburg County Strategic Quality Plan dated December 17, 1992.

James City County, Williamsburg, Virginia

James City County, too, responded to the challenge of diminishing resources and increasing demands on services with facilities that were aging and deteriorating through the strategic planning process. This effort addressed their concept of how they were going to deal with change now and in the future. Their actions paralleled the traditional steps in the strategic planning process; identify mission and values, agree upon critical issues, determine where they are, where they want to be and how do they get there, which resulted in a Strategic plan that was followed up by the development of a Tactical Plan (Operations Plan) which identified desired outcomes and fixed responsibility.

James City County started this process differently than most. The County Administration meet and agreed upon a series of needs that the county faced and objectives that they wanted to achieve. The County administration clearly believed they needed to develop a vision for the future. They acknowledged they could not be all things to all people and with decreasing resources deliberate choices had to be made, consequently the most critical issues needed to be identified and addressed. They agreed that a plan needed to be developed that addressed these issues. With this plan, alternatives for the delivery of services could be explored while fostering an environment to improve their efficiency and effectiveness. The County wanted to be in control of their destiny not victim to change. They agreed that the Plan would be linked to their existing management systems such as the development of their annual budget.

With these needs in mind, the specific objectives of the Strategic Plan were developed. They determined that in order for the plan to be meaningful a minimum number of the most critical issues should be identified. The plan needed to address where they wanted to be in the future in regards to these key issues and how they would move to get there. They believed that through the implementation of such a strategic plan their organizational performance would improve but only if the plan was continuously measured for success and updated as appropriately. The entire organization needed to be a part of the development of the plan to ensure its understanding and to foster commitment to its implementation and success.

In order to accomplish these objectives James City County has implemented a Management by Objective process and established a Strategic Planning Overview Committee to regularly review the plans status and achievements.

Prince William County, Virginia

Prince William County began their strategic planning process in response to the Board of County Supervisors charge to envision the “characteristics of life as well as the amenities and opportunities that should exist in Prince William in the year 2010.”¹⁵ A 15 member citizens committee was established. They began the strategic planning process with the deliberate intent to include as many citizens in Prince William in the process as possible. The resulting plan was not a picture of what Prince William would look like in 2010 but rather what the citizens wanted Prince William to look like in 2010. The vision encompassed five strategic goal areas; economic development, transportation, public safety, human services and government structure. A deliberate decision was made to defer planning for education to the School Board. Education was judged to be critical to the future of Prince William County and was acknowledged to impact on all of the strategic goal areas. The

following vision statement for education was developed:

“The Prince William Public School Division will be the basis for future growth and development in the county. Students graduating from County schools will be competitive with students throughout the Commonwealth and the Nation. Our graduates will be prepared to enter immediately the world of work or to pursue advanced studies. Student education will be supported by quality teachers, quality programs and sufficient local funding to allow their education to be second to none in the Commonwealth.”¹⁶

Each of the five Strategic Goals has a future vision statement, a clearly articulated goal, and a minimum number of strategies and objectives to achieve this goal. They are succinctly stated to form a clear, concise, efficient document that is easily read and understood. For example, The Government Structure strategic goal area has the following vision of the future in the year 2010:

The County is operating from a sound financial base; making disciplined, sensible and fair financial decisions, and gaining citizen approval and acceptance of the tax base which is balanced, equitable and stable.

Prince William County has a streamlined, consolidated County government with highly qualified and well-compensated staff supported by modern, state-of -the-art facilities and equipment.

Through citizen input and advisory groups, local official in 2010 have struck an ideal balance between community interests and development fostering a positive, productive relationship among the government, citizens, business and industry groups.

The Government Structure strategic goal is as follows “ The County will right size the government and minimize costs while providing appropriate services to the citizens of Prince William County”. The first strategy to achieve this goal is to “to determine whether citizens are satisfied with the

County services". This is accomplished through the stated objective to "survey citizens annually to determine satisfaction with County services and activities".¹⁷

Attached at appendix 5 is the Mission Statement and Prince William County Strategic Plan.

Key to the Prince William County's development of and continual assessment of the Strategic Plan was feedback from Prince William citizens and the integration of this information into the strategic planning process. They strongly believed that citizen participation in strategic planning is a critical element to the success of the process.

Community Visioning

Experiences and expects have documented that strategic planning at the community level should include all stakeholders. This includes the active participation of the citizens the community serves. Their participation as a cross section of the public served is critical in identifying and understanding the community's mission and values. This process is entitled visioning and has become a permanent part of many communities' strategic planning process.¹⁸ The primary purpose of visioning is to "identify challenges and issues, to isolate strategic opportunities for positive change, and to generate a common basis for action."¹⁹ A good visioning process should encompass broad-based participation in order to represent the varied diversities within the community. It should present a forum to address current problems and their solutions and create a set of challenges that when resolved will have a positive impact on the community. And finally establish the commitment and process needed to evaluate the efforts required to achieve the established objectives.

The inclusion of citizen participation must be welcomed, planned, and included as an integral element in the total strategic planning process. There are a number of processes that can be utilized to facilitate citizen participation. Sioux City, Iowa utilizes *In-depth interviews*²⁰ to identify key issues and to form a foundation for the development of consensus.

Eugene Oregon used *attitude surveys*²¹ to clarify citizens opinions on specific issues related to service cuts versus tax hikes. The traditional *town hall meeting* approached is widely used throughout the United States. Current examples include Santa Clarita, California, and Red Wing, Minnesota who held town hall meetings to specifically address the issue of their community's future state.²² Additionally, Red Wing, Minnesota used *focus groups* to clarify and emphasize specific elements addressed at the town hall meeting.²³ And finally, *study committees* can be utilized to develop an in depth look over an extended period of time. This approach was addressed earlier in the discussion on Prince William County, Virginia and their citizen committee.

Visioning is an excellent instrument to gather and understand public opinion. It does have limitations. It is only public opinion and cannot be utilized as the sole basis upon which decisions are made. These techniques are only representative of the opinion of the people at the time the information was gathered. Opinions, needs and concerns are constantly changing. Community participation must be on going to reflect change and to make a valid contribution to the process.

Strategic planning is a vital element in the successful execution of community government at every level. The particulars and details may vary from community to community. Its utility and critically to the success of the government's planning process are well documented. The next step is to examine the utilization of this process at the federal level in United States Army communities.

ARMY COMMUNITY OF EXCELLENCE AND THE MALCOLM BALDRIGE NATIONAL QUALITY AWARD

"Quality first is a means through which an organization creates and sustains a culture committed to continuous improvement...the performance of the whole-its quality is not the sum of the performances of the parts; it is a consequence of the relationship between the performance of the parts."²⁴

The United States Army's commitment to quality in installation management is imbedded in the Army's Community of Excellence Program (ACOE). It began in 1988 as a commanders program based on the establishment of high standards, evaluation against those standards, and rewarding achievers. "This process was intended to be a journey, not a destination."²⁵ The ACOE Vision Statement clearly supports the Installation Vision and the Army Vision, both whose ultimate goal is a quality force, trained and ready to fight and win our nation's wars.²⁶.

In the spring of 1995, Secretary of the Army Togo D. West, Jr and Army Chief of Staff GEN Gordon R. Sullivan reiterated the goals the Community of Excellence Program and announced the adoption the Malcolm Baldrige National Quality Award (MBNQA) criteria for the U.S. Army, beginning with fiscal year 1995.²⁷

The Malcolm Baldrige National Quality Award, signed into law on August 20, 1987 is a Steuben Glass crystal stele, standing 14 inches tall, with a 22 karat gold-plated medal embedded in the middle of the central crystal . There can be a maximum of six winners each year-two large manufacturing

companies, two large service companies, and two small businesses. This award is presented to winners by the president of the United States at a special ceremony held annually in Washington, D.C. It is recognized internationally as a “standard of excellence, and provides an integrated framework to manage change, measure growth, foster continuity and build active partnerships with the private sector.”²⁸ The Award led to the creation of a new public-private partnership. His managerial excellence contributed to long-term improvement in efficiency and effectiveness of government. The MBNQA criteria are the basis for making awards and for giving feedback to the applicants. They also serve three important roles in strengthening United States competitiveness. They help to improve performance practice and capabilities, they facilitate communication and the sharing of best practices and information among and within organizations of all types based upon a common understanding of key performance requirements and they serve as a working tool for managing performance, planning training and assessment.

The Award Criteria Goals are designed to help organizations and companies enhance their competitiveness and their ability to establish and focus on the result-oriented goals to deliver ever-improving value to customers resulting in marketplace success and the improvement of the overall company performance and capabilities. These goals are based upon established core values and concepts. These core values are highlighted by the belief that quality is defined by the customer and built upon the concept that business must focus on continuous improvement. Inherent in the achievement of this is the ability to prevent problems and the commitment to build quality into all products and customer service. Employees are the key to success and consequently success depends on the quality of the work force and the involvement of the work force in the day to day management of the organization. Senior management must demonstrate sincere personal commitment and

involvement and ensure that employees are recognized for their dedication and achievements. Management decisions must be based upon valid information and data and insightful analysis. The metal of an organization is impeded in its ability to measure up to its long-term commitment made to its customers, employees and the community. It must fulfill its responsibilities to the public and build strong, mutually supportive partnership with other agencies and the private sector to better accomplish its overall goals.

These core values and concepts are reflected in seven evaluated criteria categories. These categories are Leadership, Information and Analysis, Strategic Planning, Human Resource Development and Management, Process Management, Business Results and Customer Focus and Satisfaction. The diagram at Appendix 6 taken from the Malcolm Baldrige National Quality Award 1995 Award Criteria depicts the connectivity and integration of these key concepts and categories.

The MBNQA criteria further underscores in the importance and necessity of strategic planning in the quality/excellence of any organization. The Army's adoption of the criteria in its Army Community of Excellence Program clearly endorses the need for installation-level strategic planning. The chart at Appendix 7 reflects the degree to which strategic planning effects every installation Management Action Plan Goal.²⁹

The Army, within its "Army Performance Improvement Criteria",³⁰ identified Inputs and Outputs as essential elements of a strategic plan. The Inputs include defining what it is the organization does and incorporating that into a succinct mission statement; the articulation of a vision statement which describes where the organization is going; the organizational commitment to an agreed upon set of values which defines who they are; a realistic assessment of where the organization is today and the identification of the external issues that affect the organization's ability to succeed. The Outputs

five; the establishment of the objectives that are measurable steps to a goal; the strategies which articulate the actual work that must be accomplished and by whom; the definition of the measures of performance that will be utilized and finally; the implementation plan that will be employed.

OBSERVATIONS

The goal of an effective strategic plan is to manage change to achieve the community vision. There were several common themes in the communities surveyed which had an effective strategic planning program. These similarities provided the backbone for effective strategic planning programs. These commonalities include a comprehensive visioning process that includes all stakeholders. Secondly, strategic planning is viewed as both a continuous process and an evolving product. Finally, the plan is incorporated into all aspects of community management.

Army installations have developed the foundation for recognition as Army "Communities of Excellence" with strategic planning as a pillar of that framework. Strategic planning is an effective management tool that will guide the evolution of installations of the future. Employees must believe that it is part of their job to make government work. They are ensured of their role in that process through their participation in the strategic planning process.

CONCLUSIONS

Military communities can benefit from the experiences of civilian communities in the development of effective strategic plans. The vision of Army communities in 2010 can be achieved through a comprehensive strategic planning process. Strategic planning aids community leadership

in anticipating the future, forces an assessment of the organization, its priorities and requires goal setting. It also facilitates the process of human and resource allocation and establishes benchmarks.

Military communities should continue to benefit from the lessons learned by civilian communities. A military community should clearly identify its mission, vision, and values. No community can be all things to all people. It should ensure continuous focus on the strategic planning process. It cannot afford to solely focus on the day-to-day “noise” of a community.

There should be a direct link between the strategic plan and the management of the community. The strategic plan is a blueprint for the development and implementation of the community’s annual budget plan with an outline of programs, services, facilities and staff to be funded. This allocation of resources directs the best use of volunteers within the community.

The entire “stakeholder” population, which includes management, employees, and customers should be involved in the strategic planning process. The Community Public Affairs Officer should provide regular feedback, status updates and historical perspective to these stakeholders as a gauge for where the community has been and where it is going. Publicity will maintain the focus on the process. Stakeholders should participate in the local civilian community’s visioning process as the military relies on these civilian communities to provide many services to the military. Elementary and secondary education are primary examples.

The development and evaluation of civilian performance standards and appraisals, Officers Evaluation Reports (OERs), and Non-Commissioned Officer Reports (NCOERs) should be linked to benchmarks in the strategic plan. The Army should develop a program which provides for the exchange of experienced military base operations personnel (both military and civilian personnel) with civilian communities for a minimum of one year while their civilian counterparts work in military

communities. This would facilitate an exchange of ideas and provide opportunities for new experiences, professional growth and development. The military should host regular regional conferences that include civilian communities for an exchange of new ideas and lessons learned. Locally, each military installation should engage in a regular dialogue with its surrounding civilian communities to accomplish the same thing.

In closing, strategic planning is the difference between success and failure. It builds consensus within the framework of a total team made up of all community stakeholders. It facilitates optimum justification for and expenditure of scarce resources. And, it incorporates a sense of pride and ownership in the quality of services provided both today and tomorrow.

APPENDIX 1

Mission and Goals for Sedgwick County

MISSION:

To assure quality public services that provide for the well-being of the citizens of Sedgwick County.

“...To be the best we can be.”

GOALS:

1. To establish partnerships with other units or levels of government, agencies, and the private sector to build communication and understanding and, therefore, ensure the effective and efficient delivery of services.
2. To provide a work environment that encourages, rewards, and recognizes employees for hard work, creativity, and innovation in their jobs of delivering quality public service.
3. To foster two-way communication with citizens and employees to ensure informed decisions.
4. To allocate resources for basic and essential services that are responsive to the changing needs of our community.

APPENDIX 2

Sedgwick County Values

Value: Accountability

Definition: Accepting responsibility for our job performance, actions, behavior and the resources entrusted to us

Indicators: 1. Following policies and procedures

2. Responsive to those who use our services

3. Economical, effective, and efficient task completion

Value: Commitment

Definition: Individual and collective dedication of employees to their jobs and the organization in providing quality services to meet client/customer needs

Indicators: 1. Improved quality of services

2. Quality job performance

3. High level of employee attendance

Value: Equal Opportunity

Definition: Providing a work environment that is fair to all current and prospective employees through equal treatment in employee benefits, promotions, training, continuing education, and daily responsibilities, as well as fair and equitable access for all citizens And consumers of Sedgwick County services

Indicators: 1. Strict compliance with affirmative action and equal employment opportunity guidelines relative to hiring and promotional practices

2. Sedgwick County will reflect greater diversity in the work force

3. Fewer concerns brought to grievance board and courts

4. Expand the number of individuals attending human awareness and educational classes, and professional training

Value: Honesty

Definition: Truthful, forthright interaction among employees, management, and the public - which fosters trust, integrity, and a lasting working relationship

Indicators: 1. Challenge gossip

2. Trust

3. Enhanced long-term working relationships

4. Improved image

- Value:** Open Communication
- Definition:** The honest exchange and processing of ideas and information with: coworkers, the public, other departments, administration and staff
- Indicators:**
1. Feedback from: coworkers, the public, other departments, administration and staff
 2. Eliminate misinformation
 3. Positive attitudes and morale
 4. Informed co-workers, public, departments, administration and staff
 5. Open and friendly working environment
- Value:** Professionalism
- Definition:** An individual promoting honesty, respect, pride, positive self image, and team effort, adhering to a high standard of ethical conduct, competence, and innovation, and who acknowledges criticism, accepts responsibility, and strives for occupational growth
- Indicators:**
1. High morale
 2. Creative atmosphere
 3. Respect
 4. Cooperative team effort
 5. Positive public image
- Value:** Respect
- Definition:** Consistently demonstrating a deep regard for the diversity, needs, feelings, and beliefs of all people; acknowledging ideas and opinions of every employee, citizen, and consumer
- Indicators:**
1. High morale
 2. Increased productivity
 3. Reduced employee grievances
 4. Open communications
 5. Improved trust among coworkers
 6. Better working relationships
 7. Better public relations
 8. Improved self-esteem

APPENDIX 3

Sedgwick County Lessons for the Future

1. There are no unrealistic goals, just unrealistic time frames.
2. Change occurs when perceptions change.
3. Employee perceptions are as important as facts.
4. Causing change is a risk. The change may or may not take place. The only guarantee is that if nothing is done, no change will occur.
5. Change occurs in small increments. A change for the better of 0.5 percent every day translated into a 182.5 percent change for the year. That is significant.
6. Many heads are better than a few.
7. All ideas have value but not all ideas are good ones.
8. It is important to provide opportunities for people to succeed.
9. Empowering employees to do their jobs better reflects well on direct supervisors and all employees of the county.
10. Once employees are given a voice, it cannot be taken away.
11. If nothing else happens, just getting staff members into a room for eight hours for discussion has changed this organization forever.
12. It is important to publicize changes, for many will forget and others will deny change ever occurred.
13. When leaders are frustrated with the pace of change, looking back at the change that has already occurred will help.
14. The new responsibilities that come with strategic planning are hard work, but the results make it worthwhile.

APPENDIX 4

Mecklenburg County Strategic Quality Plan

Enclosed

MECKLENBURG COUNTY



Strategic Quality Plan

Completed By:
Mecklenburg County
Senior Leadership Team

December 17, 1992

003

TABLE OF CONTENTS

PREFACE	1
COUNTY VISION AND MISSION	3
VALUES AND GUIDING PRINCIPLES	4
QUALITY POLICY STATEMENT	5
KEY ISSUES, KEY ACCOMPLISHMENTS AND STRATEGIES	6
APPENDIX	18

PREFACE

In January, 1992, Mecklenburg County began an initiative known as the PURSUIT OF EXCELLENCE.

This is the name given to Mecklenburg County Government's new approach to doing business. It is comprised of a broad range of principles and methods that will assist us in improving the quality of service delivery to the citizens of Mecklenburg County, improving our work environment and improving employee satisfaction.

To provide the leadership and commitment necessary to support this initiative, in February, 1992, the County manager formed the Senior Leadership Team (SLT); this team is comprised of the County Manager and the four Assistant County Managers. The team's role is to set the basic direction for the Pursuit of Excellence.

The first major task in the Pursuit of Excellence, a diagnosis of the organization, was completed in June, 1992; in order to improve what we are doing we needed to know how we were doing.

The diagnosis consisted of an organizational assessment and an environmental scan. The assessment gave us an understanding of the organization's current level of functioning and knowledge of what is working and what is not. The environmental scan identified the current and future trends that shape the county's environment and provided information about the demands being placed on us.

Once completed and analyzed, the organizational diagnosis became the foundation for the Strategic Quality Plan developed by the Senior Leadership Team.

The STRATEGIC QUALITY PLAN:

- Sets the direction for the future
- Serves as a blueprint for improving organizational performance.

The components of the plan are:

- The county's VISION
the vision represents the desired future state for the organization
- The county's MISSION
the mission identifies the organization's purpose and business
- VALUES AND GUIDING PRINCIPLES
values and guiding principles are the basic beliefs that communicate what we stand for and are guidelines for human conduct

- **QUALITY POLICY STATEMENT**
the quality policy statement defines and prioritizes quality for the organization
- **KEY ISSUES**
the key issues were those identified through the organizational assessment and if not addressed would prevent the organization from achieving its vision
- **KEY ACCOMPLISHMENTS**
the key accomplishments are detailed descriptions of where the organization is headed and are linked directly to the county's Vision Statement
- **STRATEGIES**
strategies are the broad actions that set the direction for reaching the key accomplishments; successful implementation of the strategies is measured through the achievement of specific GOALS and OBJECTIVES.

The diagnosis of the county was based on a model containing the following elements: **Structure; Human Resource Systems; Technology; Information, Measurement and Decision-Making; People; Organizational Values and Norms.** The diagnosis examined our strengths and weaknesses in each of these areas.

As you read through the Strategic Quality Plan, you will notice that beneath each of the diagnostic elements there are sections labeled KEY ISSUE, KEY ACCOMPLISHMENT, and STRATEGY.

The Strategic Quality Plan is organized in this way to communicate the direct link between the conclusions of the Diagnosis and the strategies that we will begin implementing over the next 12 months.

ALL the Key Issues are important and ALL the Key Accomplishments describe the way we desire Mecklenburg County to be in the future. The Senior Leadership Team established 30 Strategies to address all the Key Issues identified in the diagnosis.

The Pursuit of Excellence is a long-term initiative, however, and we cannot improve everything at once. As a result, the Senior Leadership Team has chosen 6 Strategies to begin implementing over the next 12 months. The remaining 24 Strategies, possibly along with new Strategies, will be implemented over time.

Several of the strategies will affect the County as a whole while several others will be initially tested in only the Flagship Projects (Area Mental Health Preschool Services, Building Standards, Medicaid, and Park & Recreation).

The Strategic Quality Plan includes the 6 Strategies chosen that we will begin implementing over the next 12 months. All 30 Strategies appear in the appendix. Remember, ALL are equally important, and ALL will eventually be addressed.

MECKLENBURG COUNTY VISION

An organization that cares and is perceived as caring about all those it serves as well as those it employs and that promotes an environment which nurtures and encourages innovation and creativity in pursuit of excellence; a government unit that is a professionally recognized leader with a trusting and enthusiastic partnership of elected officials, staff leaders, employees and the community.

MECKLENBURG COUNTY MISSION

Mecklenburg County government will create and design services in response to the needs of constituents rather than habit and tradition. In addition, we will create the climate for increased economic development. Mecklenburg County government will take a leadership role in creating a more unified system of government in Mecklenburg County.

MECKLENBURG COUNTY VALUES AND GUIDING PRINCIPLES

CUSTOMER

- We recognize our customers as our central focus and will treat them with courtesy and respect.
- We are committed to determining and meeting the needs of our customers.

EMPLOYEES

- We recognize employees as our most important resource and will treat each other with courtesy and respect; we will encourage, recognize and support the contributions of each individual.
- We are committed to developing training programs and opportunities that employees can take advantage of for personal and professional growth.
- We are dedicated to the continuous improvement of all services through the total involvement of all employees.

INTEGRITY, LOYALTY AND TRUST

- We believe ethical conduct is paramount and will be a trademark of our organization.
- We strive to create an environment of trust and loyalty which comes from open, honest and direct interactions with each other and our customers.

PURSUIT OF EXCELLENCE

- We are dedicated to excellence and building quality into everything we do.
- We recognize innovation and calculated risk-taking are essential for obtaining excellence.
- We are committed to continuous improvement, recognizing that once we have learned to do something well we have to figure out how to do it even better.
- We believe appropriate measures of quality are a cornerstone for our success.

TEAMS

- We are an organization whose employees share values, attitudes, and a common purpose.
- We believe a sense of team within and across departments is essential and we will continually share information and ideas in a spirit of flexibility and cooperation.
- We are convinced that teamwork will be a dominant factor in our success.

MECKLENBURG COUNTY QUALITY POLICY STATEMENT

QUALITY IS knowing who our customers are, understanding and being sensitive to their needs and addressing those needs in a timely, respectful, and helpful manner;

QUALITY IS guaranteeing that we follow through on all commitments we make to our customers;

QUALITY IS meeting and exceeding our customers' requirements and expectations within the context of achieving the organization's mission and legal mandates;

QUALITY IS striving to continually improve our performance, processes and standards we set for ourselves in the way we organize, manage and deliver services.

QUALITY IS measuring the results of our services in order to continually improve them.

QUALITY IS THE TOP PRIORITY FOR MECKLENBURG COUNTY; IT IS THE DRIVING FORCE FOR EVERYTHING WE DO AND IT IS THE RESPONSIBILITY OF ALL EMPLOYEES.

STRUCTURE

The way an organization divides or differentiates its workforce and how an organization integrates its differentiated parts. Organizations differentiate vertically into managerial levels or hierarchies, and horizontally into departments, functions, and groups.

KEY ISSUE(S):

- Too many layers of management
- Organizational structure inhibits coordination and information flow.

KEY ACCOMPLISHMENT(S): "Mecklenburg County has a flat, lean, well-integrated organizational structure that promotes and sustains uninhibited information flow, flexibility, and cross-functional cooperation and communication."

STRATEGY: Structure and organize around core work processes.

GOAL (12 months)

- Total of 4 areas selected from Flagship projects beginning to work as core process teams by demonstrating one successful, measurable improvement.
- Total of 2 cross-departmental/cross-functional areas beginning to work as core process teams by demonstrating one successful, measurable improvement.

OBJECTIVES

1. Mission Statement defined: the business we are in, the customers we serve, and the expectations about the services we deliver (i.e., quality, cost, etc.).
2. Customers and stakeholders clearly defined and distinguished from one another.
3. Service delivery areas defined.
4. Block diagrams of service delivery areas completed (core work processes).
5. Initial core work process(es) selected for improvement.
6. Scope of initial improvement project defined by the departmental SLT that is in alignment with SQP and the department's mission; this includes a purpose statement and parameters for the team.
7. Team formed with representatives from each work group that could be impacted by the project.
8. Team educated, oriented, and trained.

9. Plan ("P" in the PDCA cycle)
 - flowcharting
 - identifying problems
 - collecting data; establishing measures
 - developing solutions
10. Do ("D" in the PDCA cycle)
 - implementing solutions or running tests
11. Check ("C" in the PDCA cycle)
 - collecting follow-up data
 - determining effectiveness of solution or test
12. Act ("A" in the PDCA cycle)
 - solidifying performance gains
 - sharing and communicating results
 - recognizing and rewarding

STRATEGY: Establish more appropriate layers of management.

GOAL (12 months)

- Current Flagship Projects organized with appropriate layers of management.

OBJECTIVES

1. Through the implementation of the Strategy "structure and organize around core work processes," current organizational structure of Flagship Projects reviewed.
2. As appropriate (based on core work processes), new organizational structures in Flagship Projects proposed and approved.

GOAL (12 months)

- All one-on-one reporting relationships reviewed for appropriateness.

OBJECTIVES

1. All one-on-one reporting relationships identified by Senior Leadership Team.
2. Functional activities of all one-on-one reporting relationships are in context of core work processes.

HUMAN RESOURCE SYSTEMS:

The practice for integrating people into the organization, which include: selection and placement, performance appraisal, training and development, and rewards.

STRATEGY: Ensure that all human resource policies and practices are congruent with the county's Pursuit of Excellence.

GOAL (12 months)

- Grievance policies and procedures adopted which are congruent with Pursuit of Excellence.

OBJECTIVES

1. Membership of evaluation team determined.
2. Draft policies and procedures completed.
3. Draft reviewed by Senior Leadership Team and management group.
4. Draft reviewed and approved by BOCC, as required.

GOAL (18 months)

- Grievance practices are congruent with Pursuit of Excellence.
 1. Individual identified who will be responsible and accountable for the efficient, effective performance of the grievance process and performance measures established.
 2. Grievance policy and procedure employee handbook developed and published.
 3. Staff responsible for administering grievance policy and procedures trained.
 4. Orientation to explain grievance policy and procedures provided and handbook given to all employees.

HUMAN RESOURCE SYSTEMS: Selection & Placement

- KEY ISSUE(S):**
- Delays, frustrations, and lost opportunities in selecting the best persons to meet organizational goals.
 - Ethnic diversity of the broader community not represented at all levels of the organizational structure.
 - No systematic way of identifying opportunity for people in the organization; no "talent bank."

KEY ACCOMPLISHMENT(S): Mecklenburg County has a streamlined proactive selection and placement system that: fills jobs in a timely manner with candidates whose skills match job requirements and organizational goals and values, and results in a workforce at all levels of the organization that reflects the cultural diversity of the community.

HUMAN RESOURCE SYSTEMS: Performance Appraisal

- KEY ISSUE(S):**
- Current performance appraisal process: considered unfair and ineffective, is too complicated, lacks basic standards, does not focus on results, does not encourage two-way communication between supervisor and worker.
 - Feedback: not timely, occurs once a year in many cases, single source of feedback does not always provide needed information to improve.

KEY ACCOMPLISHMENT(S): Mecklenburg County has a performance appraisal process that: (1) creates and sustains an atmosphere of trust and honesty; (2) encourages and accepts calculated risk-taking; (3) nurtures the growth and development of individuals and teams; (4) is easily understood and communicated; (5) provides timely, continuous, results-focused feedback to individuals and teams; and (6) is tied directly to rewards, recognition, training, and development.

HUMAN RESOURCE SYSTEMS: Training and Development

KEY ISSUE(S):

- Individual training needs that are both job specific and important for personal growth are not identified.
- Employees feel that training is fragmented, inconsistent and not linked to skill development.
- All employees, especially those below middle management (front line) do not have an opportunity to broaden individual skills that could lead to greater job opportunities.
- Current educational policy is not applied and understood consistently with regards to leave and assistance.
- There are a limited number of established career ladder or development programs.
- Employees are not satisfied with the chance for advancement in the organization and want the opportunity to develop skills and abilities.
- Inadequate resources (money and time) available for training and development.

KEY ACCOMPLISHMENT(S): Mecklenburg County has a training and development system that maximizes organizational performance by fully developing each employee to his/her maximum potential to meet the long term organizational objectives and that are fiscally prudent.

HUMAN RESOURCE SYSTEMS: Rewards and Recognition

KEY ISSUE(S):

- Minimal raises are adding to compression within pay ranges causing employees to fall behind market salaries; this could hinder the county in attracting and retaining excellent employees in normal, good economic times.
- The current reward system fails to link performance with rewards and job security.
- The Employee Suggestion Program is too bureaucratic.
- Management does not say "thank-you" enough. Rewards and recognition should be as meaningful and immediate (timely) as possible. The process of giving rewards is not systematic.
- Supervisors do not have flexibility in providing rewards and recognition such as: time off in response to work load, mental health day, etc. The economic and political environment impacts this lack of flexibility.
- No systematic means are in place for responding to suggestions about ways of improving how work is done, such as suggesting improvements with the selection of equipment.
- "Pay for performance" doesn't work when there is little or no "pay."

KEY ACCOMPLISHMENT(S): Mecklenburg County has a Rewards and Recognition system consisting of both monetary and non-monetary rewards that: (1) allows individuals and teams to receive financial rewards in recognition of their performance; (2) recognizes individual and team excellence in a timely, meaningful manner; (3) is well understood and highly regarded by all employees and is perceived as fair and consistent; and (4) eliminates salary compression within the pay plan.

STRATEGY: Implement a pay plan that incorporates both market adjustments and employee performance.

GOAL (12 months)

- Pay plan options developed that incorporate both market adjustments and employee performance.

OBJECTIVES

1. Information collected about employee retention, turnover rates, reasons for turnover, and length of time in county.
2. Four elements of pay plan examined: classification, market, cost of living and performance.
3. Discrepancies examined between pay range and rate at which employees actually move through range.
4. Pay plan options identified and developed.
5. Pay plan options evaluated to determine which option the county needs to be a competitive employer.
6. Pay plan options evaluated to determine long-range cost-effectiveness.

TECHNOLOGY:

The way an organization converts its resources into products or services. It includes work methods, work flows, procedures, and equipment. Two important features of technology are: interdependence and uncertainty.

KEY ISSUES:

- Employees have problems in obtaining information when trying to do their jobs.
- Rules and procedures interfere with getting the job done.
- Organizational structure impedes coordination and information flow between departments and work units.
- Planning is fragmented and not cross-functional.
- No sense of team beyond individual work units or departments.

KEY ACCOMPLISHMENT(S): Mecklenburg County's work methods, work flows, rules, procedures, equipment and technology promote and sustain coordination and information flow between departments and between units in the same department. Our jobs and work processes successfully conform to state and federal mandates without exceeding the minimal, critical specifications necessary to ensure ethical, legal, effective, and efficient outcomes.

INFORMATION, MEASUREMENT, AND DECISION-MAKING

Activities aimed at gathering, assessing and managing information and methodologies developed to monitor and assess the organization's performance.

KEY ISSUE(S):

- Information is not shared across work units, within the same department or across departments.
- Difficulties exist in communicating and sharing information vertically between front-line supervisors and department directors.
- Over emphasis on quantitative measures that do not reflect quality-based outcomes and results.
- Decision-making is not always occurring at the most appropriate level.
- Policies and practices regarding sharing information externally are not well understood or consistently applied.

KEY ACCOMPLISHMENT(S): Mecklenburg County collects, analyzes and manages information that promotes and sustains the continuous monitoring and assessment of organizational efficiency and effectiveness. Information flows smoothly throughout the organization so appropriate and timely decisions can be made by those closest to the point of customer contact.

PEOPLE

The individuals working for the organization, including their demographics, and basic characteristics, such as motivational patterns, skills, experiences, expectations, values and attitudes.

- KEY ISSUE(S):**
- Individual behaviors contribute to and sustain an organizational culture that is resistant to change and new ideas.
 - Management styles limit participation in decision-making.
 - Ethnic diversity of the broader community not represented at all levels of the organizational structure.

KEY ACCOMPLISHMENT(S): Throughout all levels of the organization, the individuals working for Mecklenburg County reflect the gender, racial and ethnic diversity of the community, and are appropriately experienced and skilled. Our employees share values and attitudes that appreciate diversity and support and encourage cooperation, teamwork, and flexibility.

STRATEGY: Provide swift, visible rewards and consequences to individuals based upon the degree to which their behavior supports, promotes, and facilitates the Pursuit of Excellence and the Strategic Quality Plan.

GOAL (12 months)

- Rewards and consequences in place for all department heads and next level of managers.

OBJECTIVES

1. Behavioral standards established that are congruent with the organization's values and guiding principles.
2. Performance measures developed that reflect demonstrated actions/activities that support the implementation of the SQP.
3. Behavioral standards and performance measures included in work plans for department heads.

ORGANIZATIONAL VALUES AND NORMS

The shared meaning among employees that guides behavior and communicates what is important. Values and Norms signal how work is to be done and evaluated, and how employees relate to each other, their customers, and those outside the organization. This is the organization's culture.

KEY ISSUE(S):

- The organization values staying within defined work unit boundaries, following the chain of command, and following rules and procedures specific to tasks.
- There is a conflict between the organization's formally stated values and the current behaviors that are encouraged and rewarded.

KEY ACCOMPLISHMENT(S): Mecklenburg County's leadership has created an organization that values: working across functional boundaries; communicating through a network that includes employees at all levels, internal and external customers, and stakeholders; employees at all levels adhere to the organization's values and guiding principles, use sound judgement, and appropriate facts and data in the performance of their jobs. There is a high level of agreement between the organization's formally stated values and the behaviors that are encouraged and rewarded.

STRATEGY: Educate employees on an understanding of the Pursuit of Excellence (the county's Vision, Mission, Values and Guiding Principles, Quality Policy Statement, and Strategies; concepts of Business Planning, Total Quality Management, Organizational Development) and how quality can be built into a product or service.

GOALS (12 months)

- Pursuit of Excellence awareness orientation conducted for all existing and new employees.
- Quality education curriculum conducted for management group and all employees in flagship projects.
- Skill development training in use in all flagship projects.

OBJECTIVES

1. Pursuit of Excellence awareness orientation designed by appropriate representation from OPI, PS&I, and Personnel.
2. Pursuit of Excellence awareness orientation piloted with management group.
3. The Pursuit of Excellence awareness orientation conducted for all existing employees by the SLT and core group of managers selected by the SLT.
4. The Pursuit of Excellence awareness orientation delivered routinely to all new employees.
5. Content of quality education curriculum and skill development training determined.
6. Preliminary vendor research conducted by appropriate members of Senior Support Team, organizational training specialists, and representatives from flagship projects.
7. Prior to purchase, sample quality education curriculum and skill development training piloted with cross-section of employees within each flagship project.
8. Quality education curriculum and skill development training curriculum purchased.
9. Core internal training team selected and trained. Members comprised of Senior Support Team, training professionals throughout the organization, representatives of management in flagship projects, and others within flagship projects who demonstrate leadership and/or interest.

APPENDIX

The following are 30 STRATEGIES identified by the Senior Leadership Team as critical steps in attaining our vision for the future. Collectively, all the STRATEGIES respond directly to the KEY ISSUES identified in the county's diagnosis and are specific steps in achieving the KEY ACCOMPLISHMENTS.

The Pursuit of Excellence is a long-term initiative, however, and we cannot improve everything at once. As a result, the Senior Leadership Team has chosen 6 strategies, identified below with a ▲, to begin implementing over the next 12 months.

Ten of the strategies, identified below with a ■, represent the most likely next steps we will take in the Pursuit of Excellence. The remaining 14 strategies identified below with a ● will be considered at a later date. Additionally, new strategies may be identified and in turn implemented along with those currently listed.

All strategies are important and all will be addressed over time.

STRUCTURE

- ▲ Structure and organize around core work processes.
- ▲ Establish more appropriate layers of management.
- Design jobs that are congruent with organizational structure and technology; choose between individual enrichment and teams based on the technology and the degree to which an individual can be given the responsibility for a whole task or piece of work.

HUMAN RESOURCE SYSTEMS

- ▲ Ensure that all human resource policies and practices are congruent with the county's Pursut of Excellence.

HUMAN RESOURCE SYSTEMS (Selection & Placement)

- Decentralize human resource activities to the appropriate level: departments, work teams, etc.
- Proactively recruit a culturally diverse workforce.
- Systematically identify talent and skills internally to meet organizational human resource requirements.

- Actively market Mecklenburg County as an employer.
- Base selection on technical competence, on the ability to grow and develop as a member of the organization, and on the ability to contribute to and support the organization's culture and management style.

HUMAN RESOURCE SYSTEMS (Performance Appraisal)

- Relate the jobs of both individuals and teams to work processes and organizational goals through clear expectations that are directly linked to rewards and recognition.
- Redesign jobs to increase the amount of feedback from the job itself.
- Reward employees for the development of organizational and job knowledge and skills.
- Openly publicize pay decisions in an effort to ensure that effective and creditable decisions are made.
- Provide the flexibility at the lowest possible level to administer non-monetary rewards.
- Diversify and broaden the range and sources of feedback in the performance appraisal process.

HUMAN RESOURCE SYSTEMS (Training and Development)

- Create the opportunity for development of employees through a dual career ladder.
- Administer rewards and consequences to managers and supervisors based on how well they conduct individual and team performance appraisals that acknowledge and accept calculated risk-taking, provide timely, continuous, results-oriented feedback, include training and development plans, and are directly linked to rewards and recognition.

HUMAN RESOURCE SYSTEMS (Rewards and Recognition)

- ▲ Implement a pay plan that incorporates both market adjustments and employee performance.
- Focus formal and informal rewards on individual and team accountability for delivering results.
- Systematically encourage, solicit, consider, respond to, and/or implement employee suggestions in a timely manner.

TECHNOLOGY

- Design information flows that provide the information for individuals and teams to coordinate, manage, and evaluate their own work.
- Reduce the number of organizational rules to no more than those that are absolutely essential and are critical to overall success.
- Redesign jobs where possible to foster the development of a multi-skilled workforce.
- Link the organizational Strategic Quality Plan with departmental missions and goals; approve only planning or budget documents that include all cross-functional aspects of the work.
- Provide individuals with a good sense of how well the whole organization is performing.

INFORMATION, MEASUREMENT, AND DECISION-MAKING

- Transfer authority for decision-making to the lowest appropriate level.
- Measure effectiveness, efficiency, adaptability and customer satisfaction.
- Provide information to the point of action and problem-solving.

PEOPLE

- ▲ Provide swift, visible rewards and consequences to individuals based upon the degree to which their behavior supports, promotes, and facilitates the Pursuit of Excellence and the Strategic Quality Plan.

ORGANIZATIONAL VALUES AND NORMS

- ▲ Educate employees on an understanding of the Pursuit of Excellence (the county's Vision, Mission, Values and Guiding Principles, Quality Policy Statement, and Strategies; the elements of the triangle, Business Planning, TQM, Organizational Development) and how quality can be built into a product or service.

APPENDIX 5

Prince William County Strategic Plan Mission Statement

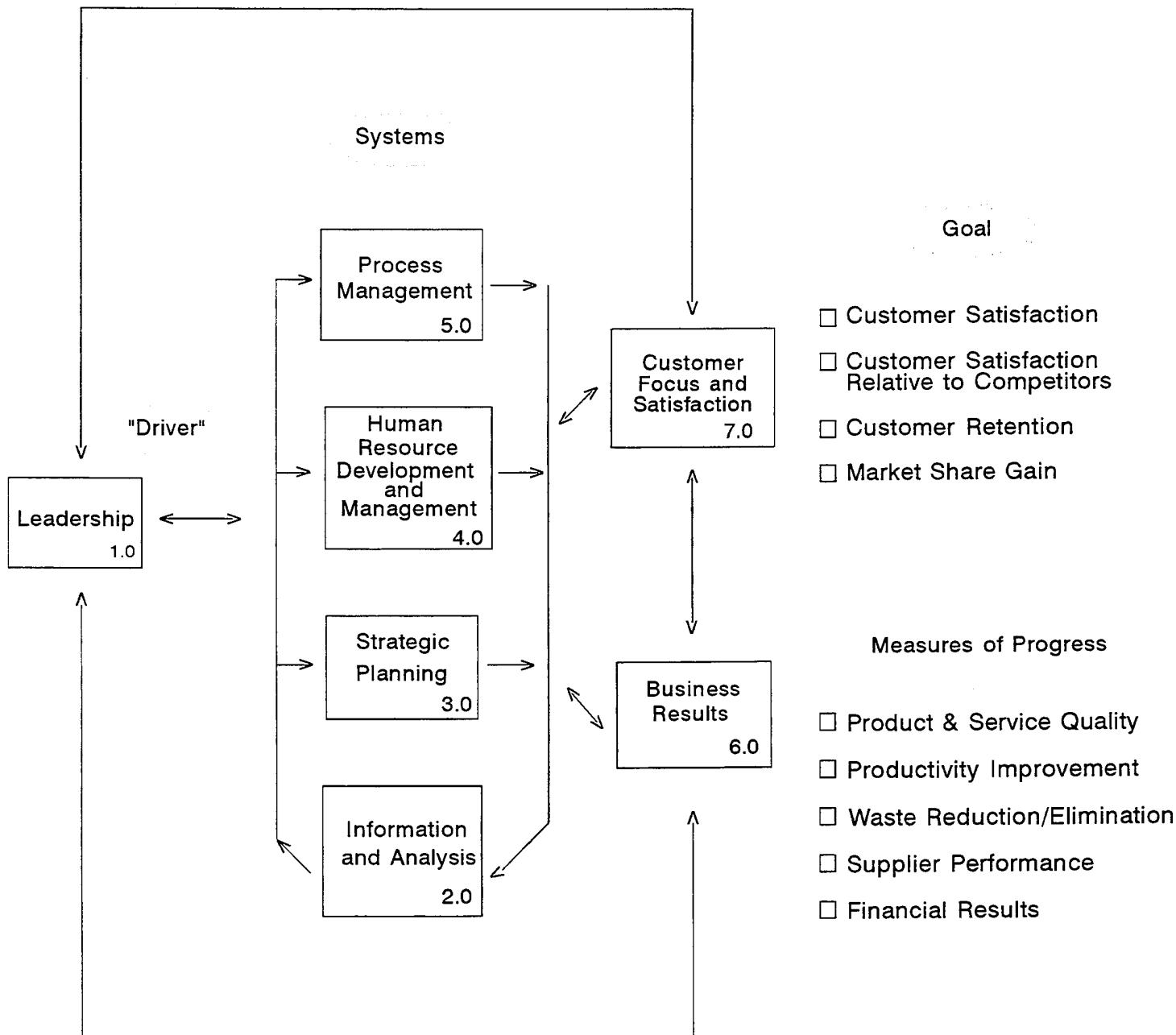
The mission of Prince William County Government is to provide the necessary services to protect the health, safety, welfare, and environment of citizens consistent with the community's values and priorities. This mission is accomplished by: encouraging citizen input and involvement; preserving the County's fiscal stability; producing effective and efficient government programs; managing the County's resources; planning for the future; and representing citizens' needs and desires to other levels of government.

The Strategic Plan is divided into five sections: Economic Development, Transportation, Public Safety, Human Services, and Government Structure. The most unique aspect of the Strategic Plan is the "FUTURE VISION - YEAR 2010" statement that accompanies each of these five sections. This is followed in each case by the Goal, each Strategy and the Objectives to achieve the specific strategy and goal.

APPENDIX 6

Baldridge Award Criteria Framework

Dynamic Relationships



APPENDIX 7

ARMY COMMUNITIES OF EXCELLENCE INSTALLATION MANAGEMENT ACTION PLAN GOALS

Enclosed

ARMY COMMUNITIES of Excellence

MBNQA Installation Management Action Plan Goals

Malcolm Baldrige National Quality Award 1995 Criteria		Point Value	1. Power Projection Platform Concept	2. Quality of Life	3. Environmental Stewardship	4. Infrastructure Structure	5. Process Redesign	6. Achieve Partnerships	7. Resource Flexibility	8. Human Resources
1. Leadership		90	•	•	•	•	•	•	•	•
1.1 Senior Executive Leadership		45	•	•	•	•	•	•	•	•
1.2 Leadership Systems and Organization		25	•	•	•	•	•	•	•	•
1.3 Public Responsibility & Corporate Citizenship		20	•	•	•	•	•	•	•	•
2. Information Analysis		75	•	•	•	•	•	•	•	•
2.1 Management of Info & Data		20	•	•	•	•	•	•	•	•
2.2 Competitive Comparisons & Benchmarking		15	•	•	•	•	•	•	•	•
2.3 Analysis & Use of Company Level Data		40	•	•	•	•	•	•	•	•
3. Strategic Planning		55	•	•	•	•	•	•	•	•
3.1 Strategy Development		35	•	•	•	•	•	•	•	•
3.2 Strategy Deployment		20	•	•	•	•	•	•	•	•
4. Human Resource Development & Management		140	•	•	•	•	•	•	•	•
4.1 Human Resource Planning & Evaluation		20	•	•	•	•	•	•	•	•
4.2 High Performance Work Systems		45	•	•	•	•	•	•	•	•
4.3 Employee Education, Training & Development		50	•	•	•	•	•	•	•	•
4.4 Employee Well Being & Satisfaction		25	•	•	•	•	•	•	•	•
5. Process Management		140	•	•	•	•	•	•	•	•
5.1 Design & Introduction of Products & Services		40	•	•	•	•	•	•	•	•
5.2 Process Management: Product & Service Production & Delivery		40	•	•	•	•	•	•	•	•
5.3 Process Management: Support Services		30	•	•	•	•	•	•	•	•
5.4 Management of Supplier Performance		30	•	•	•	•	•	•	•	•
6. Business Results		250	•	•	•	•	•	•	•	•
6.1 Product & Service Quality Results		75	•	•	•	•	•	•	•	•
6.2 Company Operational & Financial Results		130	•	•	•	•	•	•	•	•
6.3 Supplier Performance Results		45	•	•	•	•	•	•	•	•
7. Customer Focus & Satisfaction		250	•	•	•	•	•	•	•	•
7.1 Customer & Market Knowledge		30	•	•	•	•	•	•	•	•
7.2 Customer Relationship Management		30	•	•	•	•	•	•	•	•
7.3 Customer Satisfaction Determination		30	•	•	•	•	•	•	•	•
7.4 Customer Satisfaction Results		100	•	•	•	•	•	•	•	•
7.5 Customer Satisfaction Comparison		60	•	•	•	•	•	•	•	•
	Totals	1000								

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